

STATE OF IDAHO
OUTFITTERS AND GUIDES LICENSING BOARD

AGENCY STRATEGIC PLAN

ANNUAL UPDATE - July, 2004

For Fiscal Years Ending June 30, 2005

**IDAHO
OUTFITTERS AND GUIDES LICENSING BOARD
STRATEGIC PLAN**

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AGENCY MISSION

To regulate the outfitting and guiding industry for the explicit purpose of safeguarding the health, safety, and welfare of the public. This mission is accomplished through a comprehensive educational process aimed at the industry, the general public, the legislature, and other cooperating agencies, and through appropriate enforcement of the Outfitters and Guides Act to ensure compliance with state law and Outfitters and Guides Licensing Board rules. The results of these efforts help to promote public awareness of recreation and tourism opportunities in Idaho, and also assist with conservation efforts to preserve the state's fish, wildlife, and natural resources.

MISSION STATEMENT

The Licensing Board foresees continuing growth in the state's tourism industry, and a significant amount of that expansion occurring in the commercial recreational services arena. This will result in increased demand for more qualified outfitters and guides to provide safe, adequate services for the public. We will continue to focus on improving license-processing procedures to meet those demands by developing improved automated systems and internal procedures to expedite the handling of licenses. We intend to focus on multi-year licensing, cost recovery fees, and handing licensing applications via the internet. Continued increases in commercial operations will automatically dictate a need for more education and training to keep all areas of the industry totally informed on the responsibilities of the Board, the reasons behind a regulated industry, and what a person needs to know and do in order to provide, or obtain, a satisfactory recreational experience.

KEY EXTERNAL FACTORS

- A general downturn in the state's economy could adversely affect the successful operation of some of the outfitter operations in Idaho, eventually impacting the number of guides and outfitters licensed by this agency.
- Issuing a smaller number of licenses would reduce the sole source of operating revenue.
- There are strong indications that unlicensed outfitting and guiding activities have a substantial negative impact on state monetary resources based largely on uncollected sales tax and use fees. These activities also have a detrimental effect on the natural resources.
- Regulatory decisions at state and federal levels based on ecological and environmental factors could have substantial impacts on the types of outfitted operations currently and potentially authorized within the state.
- The inability or unwillingness of county prosecuting attorneys to aggressively pursue and prosecute suspected unlicensed activities.

- Budgetary constraints mandated by the legislature could reduce available funding for continuation of educational and investigative requirements.
- Personnel turnover, anticipated or unscheduled retirements, and employee recruitment issues are very disruptive to efficient operations. The IOGLB has had one administrative person retire in the last year and anticipates that another is eligible for retirement, and we are planning accordingly. This individual may be available to fill-in on a part-time basis following retirement.

GENERAL GOALS

1. To improve the efficiency of the overall licensing process.
2. To increase the scope and effectiveness of the educational program to incorporate a larger audience of industry professionals as well as other publics and potential clients.
3. To increase interaction with other agency personnel to expand development of cooperative agreements for enforcement and education efforts.
4. To provide information/leadership to state legislators regarding the extent of unlicensed outfitter and guide activities and the potential costs to the state.
5. To encourage more aggressive efforts on behalf of county prosecuting attorneys to pursue unlicensed activities.
6. Continue with efforts to identify alternative, long-term funding sources. Current efforts are showing positive results.

AGENCY OBJECTIVES

- To increase the focus of our education program so that a larger segment of the public becomes informed about the Licensing Board's purpose and function.
- To continue improving cooperative efforts with state and federal agencies which will enhance each agency's ability to conduct more effective enforcement efforts?
- To work with the industry and state and federal agencies to create new revenue sources to aid in identifying and prosecuting unlicensed activities.
- To develop a more comprehensive focus for our education program, at times incorporating resources and manpower from other agencies that have similar interests and goals.

- Get commitments from one or more sources for grant funds or other resources to supplement limited funding available from licensing revenue.
- Develop funding sources by July 1, 2004, which will provide for two additional full-time enforcement agents to increase the effectiveness of the Board's enforcement field program.

STRATEGIES

- Continue coordination with Department of Administration personnel to evaluate needs for upgrading program software.
- Complete evaluation of other licensing alternatives to identify and implement most appropriate changes.
- Solicit program evaluations from recipients of educational efforts to identify successful attributes of the program, and those that need modification or replacement.
- Work with the state outfitter industry to determine the extent of unlicensed outfitter activity and ascertain the monetary impact to the state economy.
- Work to identify other agency, employee, industry, and general public sources for contacts and clientele to provide educational input.
- Follow-up with liaisons at congressional offices and state legislative resource personnel to continue research into alternative funding sources.

OUTCOME MEASURES

- Time required for complete turnaround on issuance of outfitter and guide licenses.
- Perform a survey of a representative sampling of licensed outfitters and guides, and the general public, to determine their knowledge of outfitting and guiding issues statewide.
- Follow-up from other law enforcement agents and offices on quality of work accomplished with personal contacts.
- Receipt of commitments and funding resources for budget enhancements.

OUTPUT MEASURES

- Number of licenses issued as of June 30 each year.
- Average time for processing applications and issuing licenses.
- Number of incomplete or incorrect applications received from applicants
- Number of individuals contacted with printed materials, educational presentations made, and the number of attendees at conferences/seminars.
- Total dollars received for program operations.